

## Developing strategy of Harimau cave archaeological sites as tourism assets of Ogan Komering ULU Regency

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### Abstract

Harimau Cave site is a new tourism destination in Ogan Komering Ulu Regency, that has a lot of potentials to be developed, because the discovery of human skeletons and some ancient objects in this area makes this site suitable to be used as an archaeological and educational tourist attraction. The questions are; what internal and external factors, supporting and inhibiting factors, success factors, and how regional Government of Ogan Komering Ulu Regency to develop the potency's of Situs Gua Harimau. This research aims to identify internal and external factors, supporting and inhibiting factors, success factors, and analyze how the policy of regional Government of Ogan Komering Ulu to develop the potencies of Situs Gua Harimau. Using the theory of strategic management, this research using SWOT Analysis to identify the strengths, weaknesses, opportunities, and threats, in a strategic circle. This research is a qualitative descriptive type of research. Strategic management is important to do and needed by the department to plan the program. The result shows that there are eight issues, in the process of developing Situs Gua Harimau. After using Litmus test measurement to evaluate the strategic issues, the two most strategic issues can be found. It is increasing cooperation with investors, also improving the quality and variation of facilities in this tourism destination.

**Keywords:** Strategic management, identified internal and external factors, strategic program planning

### 1. Introduction

According to Garg (2015) [7], Jensen and Svedsen (2016) [8], tourism is a major contributor to the diversity of community lifestyles through cultural support and can generate income and jobs for locals. Hence, rapidly developing tourism is often perceived as the driving force for the economic development of a country including Indonesia (Nirwandar, 2014).

The report from the world tourism organization (UNWTO) suggests that over the next few centuries, the tourism industry will grow beyond other industries. The latest data in 2016 shows the number of international tourists visiting the world's destinations to reach 1.235 billion with 3.9% growth.

As part of the Asia-Pacific region, Indonesia has the opportunity to take a stand and observe the ever-increasing tourist trips and is expected to grow at almost 1.8 billion by 2030 (UNWTO, 2016). Whereas, the number of international tourist arrivals to Indonesia could have an impact on foreign exchange earnings for the country. Therefore, the development of tourism in Indonesia is

directed to be one of the major sectors of the national economy that can drive other sectors of the economy, employment and eradicate poverty.

In addition to the large potential of foreign tourists visiting the ASEAN region, whether wealth and cultural diversity, natural beauty or historical relics in every ASEAN country is a potential tourism that also has the potential to be further developed.

As the largest archipelago country in the world, especially in Southeast Asia, with approximately 18,110 islands and 108,000 km coastline, Indonesia has a wide range of tourism potentials, a wealth of natural beauty, historical and cultural heritage and cruise tourism has the potential to be explored and developed, as it will bring considerable investment to the country. Among them are: 1) international hotel establishment and restaurant, 2) providing job opportunities, and 3) alleviating poverty. Meanwhile, in Indonesia, the tourism sector is the largest revenue generator after the oil and gas sector (Nirwandar, 2014). Furthermore, the development of international travelers to Indonesia in detail can be seen in Table 1.1.

**Table 1:** The development of international tourist arrivals to Indonesia and income from the tourism sector

No	Year	International tourist arrivals (people)	Progress %	National income (trillion Rp)	Progress %
1	2012	8,044,462		91	
2	2013	8,802,129	8.60	101	9.90
3	2014	9,435,411	6.71	112	9.82
4	2015	10,406,759	9.33	144	22.22
5	2016	12,023,971	13.44	173	16.76
6	2017	14,039,799	14.35	200	13.50
7	2018	15,812,103	11.21	246	18.69

*Source:* Ministry of Tourism Indonesia (2018)

Along with the enactment of regional autonomy, as stated in Law number 22 of 1999 which was later amended into Law number 32 of 2004 concerning regional government, it is stated that the regional government is authorized to regulate and administer its own governmental affairs according to the principles in force and assistance tasks. Giving the authority of the central government to the regions is directed to accelerate changes and development of various sectors in order to achieve community welfare through quality services and community participation, and one of them is through the tourism sector.

In South Sumatra Province, the achievement of the tourism sector is increasing year by year. Based on data from the Central Bureau of Statistics of the Province of South Sumatra, in 2017 the number of tourism objects in South Sumatra has increased by an average of 10.34 percent compared to the previous year. In the same situation, the number of foreign tourists visiting tourism objects rose by 6.94 percent, while for the number of domestic tourists it was 14.48 percent.

The same thing happened to the number of visits of local and foreign tourists in Ogan Komering Ulu Regency. The number of visits of local tourists and foreign tourists on tourist attractions in Ogan Komering Ulu Regency is still not stable, which sometimes increases and also decreases from year to year. Evidenced by the decrease in the number of visitors by 2.97% in 2016, from 10,749 people to 10,429 people, and then an increase of 14.19% in 2017 from 10,429 people to 12,155 people. Furthermore, after the ASIAN GAMES 2018 is expected to have an impact on the recognition of South Sumatra and will eventually increase tourist visits to Palembang including other districts and

cities in South Sumatra.

Ogan Komering Ulu Regency is one of the regencies in South Sumatra Province which has several excellent tourism objects, especially historical attractions of Harimau Cave Archaeological Site which is one of the ancient historical heritage sites found in that Regency. The presence of this site also adds to the variety of tourist attractions in Ogan Komering Ulu Regency, which so far is only famous for its religious tourism.

Based on Law No.11 of 2010 Article one point one, Cultural heritage is a material cultural heritage in the form of cultural heritage objects, cultural heritage buildings, cultural heritage structures, cultural heritage sites and cultural heritage areas on land and or in water which need to be preserved because they have important values for the history of science, education, religion and culture through the process of determination.

The Harimau Cave Site is located in the forest area of Padang Bindu Village, Semidang Aji District, Ogan Komering Ulu District, South Sumatra. Padang Bindu Village is officially designated as one of the tourist villages. The location is strategic because it is located in the Sumatran crossing. Welcome gate and location signboard have been built in front of the entrance hall to make it easier for visitors to come. Visitors only need to enter about 1.5 KM meters from the Trans Sumatra Highway. However, the condition of the road leading to the location of the cave site is still less representative because to reach the location of the cave, the visitors should be walking along the path that passes in the middle of the coffee plantation owned by local residents which slightly disturbs visitors' comfort.



Source: National Archaeological Research Center of the Republic of Indonesia (2012)

Fig 1: The location and situation of Harimau Cave



*Source:* National Archaeological Research Center of the Republic of Indonesia (2012)

**Fig 2:** Excavation at Harimau Cave

Until now, the Harimau Cave is still a site that is being researched by the National Archeology Center, and has not become an open tourist area as other regions such as the Putri Cave are located not far from the Harimau Cave. In accordance with what is stated, in Law No. 11 of 2010 that the use of zones in Cultural Heritage can be done for recreational, educational, appreciative and/or religious purposes. Therefore, various improvements, development, and planning strategies in the future are considered very important to do, for the sake of increasing the potential of this site.

Since the exploration and excavation by archaeologists who are members of the ARKENAS team, which began in 2009, up to now, there are 86 prehistoric human skeletons and various archaeological remains in the form of stone artifacts, graves, and rock art found in this Harimau Cave. The results of the study supported by the findings of various artifacts as mentioned above can be ascertained that this area was once used as a prehistoric human settlement thousands of years ago (Simanjuntak, 2013) <sup>[16]</sup>. Therefore, this Harimau Cave site is actually very potential to be used as a leading tourist attraction in Ogan Komering Ulu Regency, considering that not all regions in Indonesia have the findings of cultural heritage objects and historical traces of very complete ancient fossils. Besides as being a place of natural tourism and cultural tourism, this site can also be used as a means of education for the community.

In tourism development planning, the Office of Culture and Tourism of the Ogan Komering Ulu Regency itself has included the Harimau Cave Site as one of the focus of the discussion, which is stated in the 2013-2018 Ogan Komering Ulu Cultural and Tourism Service Strategic Plan (Renstra). The weakness that often occurs in the preparation of strategic plans, especially in tourism development is the lack of maturity in terms of planning and execution This can occur because of a lack of focus on the external environment and the internal environment around the study

object. So that this challenge has not been able to answer the existing problems properly.

Identification of the problems associated with this, namely the lack of experts both in terms of quantity and quality of human resources on-site management, then the existing infrastructure is inadequate, including the economic empowerment of citizens at this time also not maximized, for example by making a variety of souvenirs typical of Harimau Cave. In addition, this Harimau Cave Site has not yet generated revenue for the Ogan Komering Ulu District Government because this site has not collected retribution fees.

Based on the various conditions that have been explained, the researchers are interested in taking the theme "Development Strategy of Harimau Cave Archaeological Site as District Tourism Asset of Ogan Komering Ulu". With the intention of finding the right development strategy to be applied to optimize the various potentials that exist in the Harimau Cave Site.

## 2. Objective

1. Identify internal and external factors in carrying out a strategy development of Harimau Cave Site.
2. Identify the supporting and inhibiting factors in order to carry out the strategy tourism development Harimau Cave Site.
3. Identify the success factors of the tourism development strategy of the Harimau Cave Site.
4. Analyze the strategy of the Government of Ogan Komering Ulu Regency in conducting development of potential Harimau Cave Sites.

## 3. The Concepts

### 1. The concept of Public Administration

Public Administration is an administrative effort carried out in development activities that rely on values for the benefit of the people's welfare and is non-profit (Ibrahim, 2009).

First, to fifth State Administration is considered as the Old Public Administration, and currently is a New Public Management. The government is no longer served, but serves the public. Public services put forward this paradigm. (Sri Suwitri, 2008)<sup>[17]</sup>.

## 2. The Management Concept

In Public Administration, other supporting sciences are also studied, one of which is management science. Management is the process of planning, organizing, directing and supervising the efforts of members of the organization and the use of other organizational resources to achieve the organization's stated goals (James AF Stoner in Handoko, 2003)<sup>[5]</sup>.

## 3. The Concept of Management Strategy

One branch of management science is strategic management. Strategic management is a series of fundamental decisions and actions made by top management and implemented by all levels of an organization in order to achieve the goals of the organization (Siagian, 2005)<sup>[15]</sup>.

## 4. Strategy Planning Concept

In carrying out strategic management practices, the initial step carried out by top managers is to do strategic planning. Strategic planning is a disciplined effort to make important decisions and actions, which shape and guide how to become an organization (or other entity), what an organization (or other entity) does (Olsen and Eadie in Bryson, 2007)<sup>[3]</sup>.

## 5. The ideology of Strategic Values

In carrying out strategic planning, managers must know the strategic values possessed by the object being targeted. These strategic values can be divided into two groups, namely the initial agreement and the mandate (Hendro C, 2009).

## 6. Strategic Environmental Analysis

SWOT analysis is a systematic identification of various factors to formulate a company strategy. This analysis is based on the logic that can maximize strengths (strengths) and opportunities (opportunities), but simultaneously can minimize weaknesses and threats (Rangkuti, 2008)<sup>[12]</sup>.

## 7. Determining Strategy Issues

After studying the situation from the environment, company leaders must identify sharply and clearly about strategic issues and problems predicted by the company. For this reason, the company must have a strategic action plan to respond (Sampurno, 2009).

## 8. Determining the key of success factors

After the strategic issues have been identified, it is necessary to know what factors are the key to the success of the strategy that will be implemented, a good understanding of the concept of strategy and other related concepts, greatly determines the success of the strategy compiled. These concepts (Rangkuti, 2008)<sup>[12]</sup>.

## 9. Strategy Development

After the problem is well formulated and the factors that cause it are known, the process moves to the development phase. This phase is the most draining phase of resources, in the form of energy, time, thought, and funds (Mintzberg *et*

*al*, 2004) in this phase top management plays a very important role.

## 10. Strategic management in tourism management

Tourism development requires systematic policies and planning. Generally strategic planning in tourism consists of several stages, namely: Determining what business will be entered; Determine the organizational objectives to be achieved; Gather information and knowledge as a basis for decision making; Analyzing information; Determine specific goals; Determine strategies; Distributing resources; Implement plans; Control and monitor results and make repairs if needed (Pitana, 2009)<sup>[11]</sup>.

## 4. Methode

The approach used in this research is a descriptive qualitative method. Where the data obtained by the researcher, in the form of words, pictures, etc., the data here means the field data, personal documents, photographs, cameras, notes, etc., which the researcher must describe with detail. In conducting this study, researchers chose to take a locus on the Harimau Cave Site. The subjects of this study included the Ogan Komering Ulu Regency Culture and Tourism Service Staff, Padang Bindu Village Equipment, Harimau Cave Site Caretakers, related Non Governmental Organizations, and Harimau Cave Site Visitors.

The type of data used in this study is the type of qualitative data. Data collection can use primary data sources and secondary data sources. To collect data in research activities, research uses observation and interview techniques. The tool used in conducting data analysis in this study is SWOT analysis. To check the validity of the data, researchers seek credibility, transfer ability, dependability, and confirm ability.

## 5. Research Results

Based on research that has been carried out by observation, interviews, documentation, and literature studies, it can be known the factors that exist in the internal environment and the external environment, which are related to the development of this Harimau Cave Site. After analyzing the external environment and internal environment, then can be mapped any things from the internal environment that become weaknesses and strengths, as well as things from the external environment that become threats and opportunities.

Strengths (strength) and weaknesses (weakness) are the result of internal strategic environmental analysis from the Department of Culture and Tourism, as well as Technical Executors at the Harimau Cave Site. These strengths include:

- a. Conformity between service / regional visions, with the development of Harimau Cave Sites  
There are training for HR development.
- b. Infrastructure facilities in the form of new buildings have been built, although they have not been formalized
- c. The existence of object products from prehistoric times that are in great demand for the media learning / educational tours.
- d. The authenticity of the environment that is still well maintained. Then the weaknesses (W) of this internal environment include
  - a. The absence of human resources in the form of

- experts related to archeology and science history.
- b. Limited funding / official budget from APBD allocation
- c. Harimau Cave Site has not been used as a source of Regional Original Income
- d. The main facilities and infrastructure in tourism objects are still simple.
- e. The absence of supporting facilities around the location of tourist attractions.
- f. The smooth accessibility to tourist attractions is still lacking.
- g. The absence of management of existing natural tourism.
- h. There is no complete tourism information available
- i. The promotion is not optimal.
- j. In addition to strengths (S) and weaknesses (W), it is necessary to look at Opportunities (O) and Threats (T) as a result of the external environmental analysis. Opportunities in Harimau Cave Site development strategies include:
  - a. He declared Padang Bindu Village as a Tourism Village
  - b. The existence of public awareness of the preservation of cultural heritage objects.
  - c. There are support and participation from the community around the tourist attraction.
  - d. Support from Non-Governmental Organizations.
  - e. The existence of community groups related to the preservation of Harimau Cave Sites, like PSP, FPSP, and Pokdarwis.
  - f. The level of the visit is increasing. While Threats (T) in the Harimau Cave Site development strategy include:
    - a. Stakeholder commitment that has not been maximized.
    - b. Determination of zoning which is still constrained by conflicts of interest.
    - c. Lack of cooperation with the private sector/investors
    - d. There is no community readiness in tourism activities.
    - e. Competition with other attractions.

From the environmental analysis carried out, we can find out internal factors and external factors related to this Harimau Cave Site. The internal factors include Conformity between service / regional visions, with the development of Harimau Cave Sites, There are training for human resource development, infrastructure facilities in the form of new buildings have been built, although not yet officially inaugurated. learning / educational tours, the authenticity of the environment that is still well maintained, the absence of human resources in the form of experts related to archaeology and history, limited funding / official budget from the regional expenditure budget allocation, Harimau Cave Site has not been used as a source of Regional Revenue and the main infrastructure in tourism objects is still simple, There are no supporting facilities around the location of tourist objects, the lack of accessibility to tourist attractions is still lacking, the absence of management of existing natural tourism, and the unavailability of complete tourism information.

While external factors related to the Harimau Cave Site are: Declared the Padang Bindu Village as a Tourism Village,

The existence of public awareness of the preservation of cultural heritage objects, the support and participation of the surrounding community, the existence of support from non-governmental organizations, groups community related to the preservation of Harimau Cave Sites, such as the Tourism conscious community, The level of visits is increasing, Stakeholder commitment is not maximized, Determination of zoning is still constrained by conflicts of interest, Lack of cooperation with private parties/investors, lack of readiness of the community in tourism activities, and competition with other attractions.

While the inhibiting factors of the development of the Harimau Cave issue namely are: The absence of human resources in the form of experts related to archeology and history, limited official budget from the regional expenditure budget allocation, Harimau Cave Site has not been used as a source of Regional Original Income, Facilities and the main infrastructure in tourism object is still simple, There are no supporting facilities around the location of the tourist attraction, the smooth accessibility to the tourist attraction is still lacking, the absence of management of existing natural tourism, the unavailability of complete tourism information, the maximum promotion that has not been carried out, stakeholder commitment not maximal, zoning determination which is still constrained by conflicts of interest, lack of cooperation with private parties /investors, lack of readiness of the community in tourism activities, and competition with other tourist objects.

## 6. Analysis

After knowing its strengths (S), weaknesses (W), opportunities (W), and threats (T), an analysis is performed using the SWOT matrix, to obtain strategic issues by determining S-O, S-T, W-O, W-T. The problem of developing Harimau Cave Sites in Ogan Komerling Ulu District can be seen by paying attention to all external environmental factors in the form of opportunities or threats to the sustainability of Site development, as well as internal environmental factors in the form of strengths or weaknesses that will hinder the achievement of Site development objectives. Using the SWOT analysis matrix, strategic issues will be determined that need is addressed immediately in the development of the Harimau Cave Site in Ogan Komerling Ulu District. From the results of the analysis of the external environment and the internal environment, the strategic issues will be determined using the SWOT matrix. Strategic issues include the following:

- a) S-O Strategy
  - Optimizing collections of Cultural Heritage Objects as educational tours for visitors.
  - Improved coordination with related parties (Dinas, NGOs, and the Community) to maximize the development of attractions.
- b) S-T Strategy
  - Increased cooperation with investors.
  - Increased commitment to implementing regulations regarding zoning for authenticity the neighborhood around tourist attractions.
- c) W-O Strategy
  - Increasing the quality and quantity of human resources related to tourism.
  - Improved quality and variety of facilities on tourist attractions.

d) W-T Strategy

- Increased tourism promotion to overcome competition
- Increased efforts to establish readiness for the community toward tourism activities

**1. Increased cooperation with investors**

- Tourism partnership development program.
- A development program for cultural wealth management cooperation.
- Collaboration in procurement of tourism activities / events.
- Offering mutually beneficial cooperation.
- Creation of a safe investment climate so as to foster high trust to investors.
- The application of an efficient, effective, transparent and accountable financial principle so that Cooperation Padang Bindu is more responsible.

**2. Improving the quality and variety of facilities in tourist attractions**

- Development of superior tourism objects.
- Increased development of tourism facilities and infrastructure.
- Development of tourist destinations.
- Support management of museums and cultural parks.

**7. Conclusion**

From the environmental analysis carried out, we can find out internal factors and external factors related to this Harimau Cave Site. After knowing the internal and external factors, then we can find out the supporting and inhibiting factors in the development of this Harimau Cave Site.

To identify the success factors for the development of the Harimau Cave Site, six factors were used, namely facilities and infrastructure, human resources, structuring, commitment, participation, and networking, the success factors of the development of the Harimau Cave Site were identified in the development of human resources, networking and participation, and support the community.

After going through the identification stages of strategic issues, eight strategic issues can be identified. The eight strategic issues were then evaluated using Litmus Test, which was carried out by researchers with parties from the Ogan Komering Ulu Regency Culture and Tourism Office.

The eight strategic issues are then taken the most strategic issues. Among them are two of the most strategic issues of the development of the Harimau Cave Site by the Culture and Tourism Office of Ogan Komering Ulu Regency, the first is an increase in cooperation with investors, and the second is an increase in the quality and a variety of facilities in tourist attractions. The two strategic issues at a later stage can be developed through the stages of formulating strategic programs by the Ogan Komering Ulu Regency Culture and Tourism Office.

**8. Suggestion**

The recommendations that can be given in the framework of the Harimau Cave Site development strategy are as follows: In relation to efforts to increase cooperation with investors, the Ogan Komering Ulu Regency Culture and Tourism Office needs to create a climate of safe and mutually beneficial cooperation so that the private sector/investors are interested in investing and cooperating in organizing events, by providing investment permits, and provide a detailed

description of the potential of the Harimau Cave Site. Efforts should be made to increase cooperation with investors so that they can contribute funds for the development of Harimau Cave Sites, related to the minimal budget from the Regional Government.

In an effort to improve the quality and variety of facilities in tourism objects, the Office of Culture and Tourism of Ogan Komering Ulu Regency needs to budget funds for the provision of complete and representative infrastructure facilities. The main infrastructure facilities such as exhibition buildings, toilets, places of worship, parking a lot, etc. need to be equipped with availability. Then, accessibility to tourism objects, be it highways or availability of public transportation facilities, should be considered because the location of the Harimau Cave Site is actually very strategic, but the smooth accessibility to tourist attractions is still lacking. In this case, coordination with related agencies, such as the Department of Public Works, must be improved. In addition, the development of Harimau Cave Sites should be accompanied by the provision of complete information access to prospective tourists. This can be done by procuring technology tools and information that can be accessed by visitors.

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